MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

BPR2034 – BUSINESS PROCESS REENGINEERING

(All sections / Groups)

25 OCTOBER 2019
9.00 am – 11.00 am
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **4 pages** with 4 questions only.
2. Attempt **ALL** questions. Distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

ESSAY QUESTIONS (100 Marks)

There are FOUR (4) questions in this paper. Answer ALL questions.

Question 1

a. Define the following terms: (10 marks)
   i. Reengineering
   ii. Automation

b. Describe the FIVE (5) steps in business process reengineering. (15 marks)

(Total: 25 marks)

Question 2

a. Discuss any TWO (2) key forces of change in the new global world. (10 marks)

b. You are hired by a local institute of higher learning as business process analyst and was tasked to evaluate its processes in student enrolment. Suggest any FIVE (5) principles of business process reengineering that you will refer to in order to give your analysis report. (15 marks)

(Total: 25 marks)

Question 3

Read the following statement published in an article of Harvard Business Review entitled 'What process mining is and why companies should do it' written by Thomas H. Davenport and Andrew Spanyi dated April 23, 2019, published at https://hbr.org/2019/04/what-process-mining-is-and-why-companies-should-do-it.

> *"...In business process reengineering, organizations are primarily interested in an improved "to be" process, so often they have little interest in exploring "as is," or how the process is currently performed. But understanding the current process is critical to knowing whether it is worth investing in improvements, where performance problems exist, and how much variation there is in the process across the organization. As a result, some companies tend to either skip current process analysis altogether, adopt shortcuts to it, or pay consultants a lot of money to analyze the "as is" process."*

Based on the above statement,

a. Discuss any THREE (3) reasons why business process reengineering might fail.
(10 marks)

b. Give any TWO (2) examples of successful real world case for business process reengineering in a tabular format describing the process, role of IT and benefits.
(15 marks)

(Total: 25 marks)

Question 4

Student admission process (SAP) is one of the most crucial business process for an academic institution. Redesigning SAP using business process reengineering principles will not only bring efficiency, effectiveness and customer-friendliness but increased students enrollment to an academic institution. Below is a standard business process for SAP.

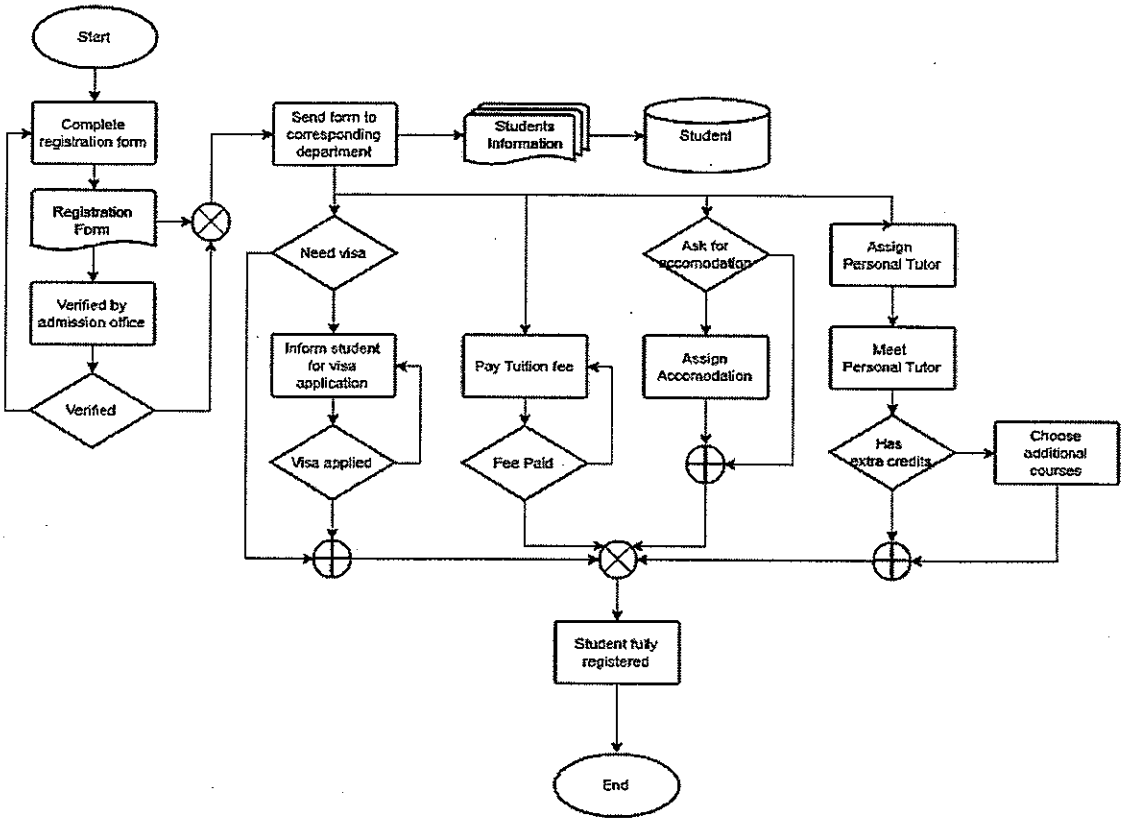

Figure 1: Student Admission Process (SAP) (Source: https://online.visual-paradigm.com)

a. Give your opinion to the SAP process shown in figure 1 based on principles of Business Process Reengineering (BPR). (5 marks)

b. Describe the SAP in Multimedia University (MMU). Elaborate your description with a flow chart. (5 marks)

c. Conduct a BPR analysis for MMU's SAP. Suggest a redesigned SAP for MMU. (15 marks)

(Total: 25 marks)

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